# New Arts and Culture Centre - Project Strategic Risk Management Plan

UPDATE - JUNE 2026

| No. | Date Raised | Scenario (As a result of) | Risk (there is a risk that) | Outcome (which could result in) | Analysis | | | Response | Mitigation Control | Mitigation Actions | Deadline | Post Prevention Analysis | | | Status | Date Closed | Owner/Category |
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| | | | | | Prob | Sev | Red, Amber, Green (RAG) | | | | | Prob | Sev | RAG Score | | | |
| 1 | | Members reject option to proceed with project proposal | Museum will remain operating from the lodge<br>Abortive costs for design development up to point of decision not to proceed | The lodge is not currently fully accessible due to age and configuration of the building. As a result it could require significant (and expensive) remediation to accomodate increasing public accessibility needs if the museum remains open. This will be the responsibility of the Council as landowner and Museum partner... | 2 | 3 | Amber | Avoid | Member support/alternative solution to be sought via Strategic Assets Working Group (SAWG) | SAWG review of business cases 23/05<br>SAWG decision to proceed to Planning submission. OBC in development for full funding. Final decision at FBC Q3 26/Q4 27 | Q3 2026 | 1 | 3 | Green | | | Strategic - Council |
| 2 | | Limited availiability of specialist resources (e.g. asbestos contractors) when required | Project progress could be delayed | project forecast timescales/cost may not be met impacting Kiosk business + MDC reputation | 1 | 3 | Green | Manage | Allow sufficent contingency time/cost for this phase of the project | Prioritise appointment of specialist contractors so are ready to attend site on dates needed | TBC once project approved | 1 | 3 | Green | CLOSED | 05/03/26 | Operational - Resource |
| 3 | | Limited PM resource (Maldon District Council (MDC)) if resource is unconfirmed or allocated to other projects | If PM resource is not secured this will risk deliverable across the project in relation to time, cost & quality | delayed project, over budget & not delivered to exact specification | 2 | 3 | Amber | Manage | The project sponsor needs to clarify priorities & project resource for the entirety of the project | internal resource is fully funded & alloacted to the delivery of the project | 23/05 | 1 | 3 | Green | CLOSED | 05/03/26 | Operational - Resource |
| 4 | | Museum objection (e.g. to relocating from lodge/extending display across Hythe Quay and Extended Museum) | project is unable to progress despite support from Members/Public. SAWG advise that current operating model is unsuited for the new site | Communication breakdown/non-engagement OR potential to lose Museum Trust as occupant AND reputation impact for Council and Museum | 5 | 3 | Amber | Manage | Ensure early engagement to understand Museum role, level of engagement and likely participation in future model inc.concerns/expectations so these can be logged and managed by project | Meeting arranged with Museum early in project to establish intentions (even if scope still TBC/professional team not yet engaged) | Q3 2026 | 2 | 3 | Amber | | | Strategic - Council |
| 5 | 05/03/26 | Unable to complete by Local Government Reorganisation (LGR) date April 2028 | Difficulty in handing over incomplete asset to new unitary authority | Lack of continuity, loss of momentum and oversight | 3 | 3 | Amber | Manage | Project development, governance, early funding authorisation & procurement | OBC in development for full funding. Regular progress updates with SAWG. Procurement action required | 31/03/26 | 1 | 3 | Green | | | Operational |
| 7 | 05/03/26 | Ability to promptly procure professional teams for the detailed design stage 4 | Delay in starting design work | Overrun on final handover date | 2 | 4 | Amber | Manage | Working with Procurement team to ensure compliance & programme | Meeting held to discuss frameworks | 31/03/26 | 1 | 3 | Green | | | Operational |
| | 05/03/26 | Ability to identify suitable construction partners that are willing to tender for the work | Market does not respond adequately to the project requirements | Wrong contractors unsuited to type of construction and quality requirements | 2 | 4 | Amber | Manage | Working wth Procurement team to ensure compliance & programme | Meeting held to discuss frameworks | 31/03/26 | 1 | 4 | Green | | | Operational |
| | 05/03/26 | Ability to design a tender process for construction work that does not require a fully open tender process with the possibility of many responses requiring analysis | Delay in starting design work | Overrun on final handover date | 2 | 4 | Amber | Manage | Working with Procurement team to ensure compliance & programme | Meeting held to discuss frameworks | 31/03/26 | 1 | 4 | Green | | | Operational |
| | 05/03/26 | Market cost increases outside the allowances made in the Outline Business Case (OBC) project cost analysis | The most advantageous tender price exceeds budget expectation | Project is unaffordable or delayed in approving additional funding | 2 | 5 | Amber | Manage | Cost plan indicators from consultants updated at each stage | Working with cost consultant to develop most accurate possible pre-market cost models & update at each design stage | 31/03/26 | 2 | 4 | Amber | | | Strategic - Council |
| | 05/03/26 | Impact of LGR perceived Value For Money (VFM) of project | Perceived to be unaffordable | Project halted | 2 | 5 | Amber | Manage | OBC & Full Business Case (FBC) to highlight value of asset | OBC/FBC to ensure the new asset shows value by increasing visitor attraction & spending | 31/03/26 | 1 | 4 | Green | | | Strategic - Council |
| | 11/03/26 | Geo-political events leading to cost inflation | Increase in prices & materials and supply chain availability | Insufficient Budget | 3 | 4 | Amber | Manage | Current contingency amounts considered sufficient | Working with cost consultant to develop most accurate possible pre-market cost models & update at each design stage. May also be a short term problem. | 01/04/26 | 2 | 4 | Amber | | | Strategic - Council |
| | 11/03/26 | Ability to navigate the developing position regarding Local Government Reorganisation, including emerging spending controls and joint management of material spending through shadow authorities (expected 2027/28); also restrictions on revenue, capital and asset sales arising from pre-LGR guidance ('s24' requirements) | Slows development of the project and eventual handover | Uncertainty | 2 | 2 | Green | Manage | Regular liaison with shadow authority and officers to understand emeriging processes. | Establish project dedicated meetings and updates | 01/04/26 | 2 | 2 | Green | | | Strategic - Council |
| | 11/03/26 | Ability to agree the future business model of the asset as part of FBC | Unable to activate and operate the new facility | Loss of positive impact and reputational damage | 2 | 4 | Amber | Manage | Close liaison with members to agree options for operating model | Develop financial and operating models for presentation | 01/04/27 | 1 | 2 | Green | | | Strategic - Council |
| | 11/03/26 | Timely stakeholder engagement | | | | | Green | Manage | | | | | | Green | | | |
| | 11/03/26 | Adverse press or social media comment | | | | | Green | Manage | | | | | | Green | | | |
| | 08/06/26 | Contractor Insolvency | Impact on Council ability to financially and timely complete the project | delays and additional cost | 2 | 8 | Red | Manage | Strict financial due diligence of all tenderers during procurement phase | Procurement and finance assistance to analyse available financial information & history | 01/10/27 | 2 | 6 | Amber | | | Operational - Council |
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